US Army Combined Arms Center

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U.S. Army Combined Arms Center
Fort Leavenworth, Kansas
1 August 2009

Doctrine Update 1-09

CAC's Doctrine Updates contain recent and upcoming changes to doctrine and doctrine development policy guidance. The last update was published in March 2008. Its contents remain in effect unless individually suspended or rescinded. The preparing agency is the Combined Arms Doctrine Directorate (CADD), U.S. Army Combined Arms Center. Send written comments and recommendations to Commander, U.S. Army Combined Arms Center and Fort Leavenworth, ATTN: ATZL-CD (Doctrine Update), 201 Reynolds Avenue, Fort Leavenworth, KS 66027-2337; by e-mail to leav-cadd-web-cadd@conus.army.mil. POCs for this update are Mr. Clinton J. Ancker III at clinton.ancker@conus.army.mil or LTC Brian Ray at brian.ray@conus.army.mil.

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DOCTRINE REENGINEERING AND WIKI PILOT PROGRAM

The intent of this project is to—

- Make doctrine more responsive to the user.
- More effectively maintain Army doctrine by redefining what doctrine contains.
- Make doctrine more accessible to the user.

To do this, the Army must change how to categorize doctrine and how to develop and maintain it. There are several tasks to the project. First, the Army will reduce the amount of doctrine to a manageable level, that which can be kept current with the current doctrine resources. Two key elements apply to this task—reduce the number of manuals and reduce the size of manuals. Both elements will make it easier to write and maintain doctrine that is current. Second, the Army will move much of doctrine from the current category of field manuals (FM) to a new category of manual, the Army tactics, techniques, and procedures, or ATTP. The majority of ATTP will be updated through a wiki-like process that allows users in the field to make changes to the ATTP.

The TRADOC commander's intent for this is encapsulated in the following guidance provided to CAC:

> *FMs: The principles. Enduring. The vocabulary of our profession. Posted on-line in read-only format. Non-negotiable with our audience. Foundation of Programs of Instruction. Revised very carefully and deliberately.*
>
> *ATTP: Informed by current events. Adaptable. Posted on-line in open collaboration (Wiki). Revised whenever someone takes the time to log on and share their professional experiences. Self-governing. Periodic review by proponents.*

To accomplish this goal, CADD has thoroughly scrubbed existing doctrine to determine what to retain as doctrine and what to move into some other category. The first step was to redefine these categories. Without going into detail, the following discussions were used as working definitions until the TRADOC and Army Regulations that deal with doctrine can be formally changed.

A **field manual** is a DA publication that contains doctrine principles, with common and enduring tactics, techniques, and procedures that apply across the force, and that describes how the Army and its organizations operate while conducting operations and training for those operations. Field manuals pertain to the operating force, and those parts of the generating forces that deploy with, or directly support, the operating force in the conduct of operations.

A field manual will contain information that—

- Is intended to apply to forces worldwide and is not limited to specific areas of responsibilities, joint operations areas, or countries.
- Relates to the conduct of combined arms operations or applies to two or more proponencies or branches.
- Has enduring qualities such that the information is intended to be applicable for an indefinite period.
- Explains how various echelons function during operations.
- Describes how the forces operate using internal techniques and procedures that apply across multiple echelons, branches, and proponencies.
- Or, is the keystone publication for a proponent.

An FM does not contain the following types of information or instructions:

- How the Army operates in garrison or is administered.
- Techniques or procedures for the conduct of training (except FM 7-0).
- Details on maintaining, using, operating or training on equipment, to include weapons or weapons systems.
- TTP that have a limited shelf life (pertain to specific enemies, locations, or ongoing operations). These TTP are covered by ATTP manuals (see below), lessons learned, best practices, and local area networks.
- Prescriptive information that directs detailed procedures that must be followed precisely. Information that is prescriptive is not normally included in FMs but in other publications. The exceptions to this are terms and symbols.

An ATTP manual relates primarily to the conduct of a single branch, functional area, or company, troop, battery, or lower echelons and staff sections. Updating ATTP manuals will be a wiki-like process patterned after Wikipedia. On 2 July, TRADOC launched a pilot program placing seven draft and current field manuals and ATTPs on an AKO doctrine wiki site. DOD personnel can quickly access the site, review the text, and add changes to the documents on-line. This wiki venue will enable DOD personnel, especially Soldiers, to input valuable tactics, techniques, and procedures quickly from their current deployments and recent experiences. Such immediate input will make TTP more relevant to today's warfighter. Wiki doctrine aims to ensure input is contributed to ATTPs at the widest and lowest levels of the Army versus a small section of subject matter experts. Personnel can access the Web site with a common access card or AKO username and password at the following URL: https://wiki.kc.us.army.mil/wiki/Portal:Army_Doctrine. Civilian and military personnel are encouraged to visit this site and make changes to these manuals. They can be accessed through AKO using the following procedure:

- First log on to AKO.
- On the tool bar, select *Self Service*, then *My Doctrine*. This will take one to the Army Publishing Directorate's doctrine repository.
- Look in the left-hand column for a button called *ATTP Pilot*.
- Click this button to enter the Army Doctrine Portal.
- From here, access and make changes to the test publications. A good place to start is the *Getting Started* and *Army Doctrine Portal Rules of Conduct*.

In addition to creating this distinction between FMs and ATTP manuals, the Army has also pared down the number of publications considered to be doctrine. All gunnery manuals and all handbooks are moving into the training circular category. Many highly technical publications are moving into the general subject technical manual category. This will allow doctrine writers to focus on the conduct of operations in the field. Finally, many FMs that no longer apply to the current and projected force are being rescinded.

When all these changes are accomplished, the figures will tally close to these lines:

- To remain as field manuals – 94.
- To become ATTP – 257.
- Rescind outdated field manuals – 74.
- Move to TMs all field manuals that deal with technical procedures – 62.
- Move to TCs all field manuals that deal primarily with training – 40.

Criteria for reducing the size of manuals. In addition to reducing the number of FMs, the Army will reduce the size of those manuals that remain. The target size is 200 or less pages. A few of the

top-level manuals may exceed this limit to provide the overarching constructs that will eliminate the need for repetition in subordinate FMs. The guiding principle is to not duplicate information contained in other publications. This ensures that doctrine is consistent, it avoids unnecessary duplication and modification, and it ensures that FMs do not automatically become obsolete when other FMs are revised. Specifics will be included in a rewrite of TRADOC doctrine regulation.

Doctrine Education and Training Board. In addition to reengineering the doctrine process and structure, CAC has stood up a Doctrine Education and Training Board to evaluate how best to inculcate doctrine into the force, both the generating force and the operating force. Part of the TRADOC CG's guidance was that field manuals are to be the "Foundation of Programs of Instruction." In addition, the Army needs to do a better job of advising and informing the field of changes in doctrine and the implications for the DOTMLPFR domains. The Doctrine Education and Training Board will look for programs that can improve the Army's knowledge and use of doctrine.

Doctrine DVD. The Army Publications Directorate (APD) Website (accessible through AKO at https://akocomm.us.army.mil/usapa/index.html) contains all unclassified doctrine publications. APD has also published a DVD with all Army field manuals on it. This publication is EM 0205 IDN 990003, dated 1 December 2008. The set contains two DVDs. One disc contains all field manuals that are distribution unrestricted. A separate disc contains those field manuals that are distribution restricted. Using the DVDs enables one to download the entire doctrine library onto a hard drive even without internet access or bandwidths limit downloading capabilities from the Website. This set is a significant upgrade from the previous CD ROM set but still needs to be better. CADD would like any ideas for making this more user friendly or more useful. Please send any suggestions to Clinton.ancker@us.army.mil.

FUNDAMENTALS PRESCRIBED IN FM 3-07, *STABILITY OPERATIONS*

Field Manual 3-07, *Stability Operations*, published 6 October 2008, represents a milestone in Army doctrine. FM 3-07 describes the role of military forces in supporting the coercive and constructive capabilities of the force to establish a safe and secure environment; facilitate reconciliation among local or regional adversaries; establish political, legal, social, and economic institutions; and help transition responsibility to a legitimate civil authority operating under the rule of law. The manual also provides doctrine on how those capabilities are leveraged in support of a partner nation as part of peacetime military engagement as an element of a combatant commander's theater security cooperation plans to build partner capacity, strengthen legitimate governance, maintain rule of law, foster economic growth, and help to forge a strong sense of national unity. The following paragraphs summarize the most important of those changes.

CHAPTER 1 – THE STRATEGIC CONTEXT

Chapter 1 makes the following changes:

- Introduces the comprehensive approach to stability operations that combines the integration achieved through unified action and whole of government engagement to forge **unity of effort.** Prescribes the term **whole of government approach** as an approach that integrates the collaborative efforts of the departments and agencies of the United States Government to achieve unity of effort toward a shared goal. Prescribes the term **comprehensive approach** as an approach that integrates the cooperative efforts of the departments and agencies of the United States Government, intergovernmental and nongovernmental organizations, multinational partners, and private sector entities to achieve unity of effort toward a shared goal.

- Prescribes the term **conflict transformation** as the overarching term for unified action to change the conditions of a fragile state to those of enduring peace and stability.
- Prescribes the term **capacity building** as the overarching term for the process that aims to build host-nation capacity in stability operations.
- Prescribes the term **rule of law** as the principle that ensures accountability to laws that are publically promulgated, equally enforced, and independently adjudicated.
- Prescribes the **term fragile state** to encompass a broad spectrum of recovering, failing, and failed states. Describes a fragile state as either **a vulnerable state** or **a crisis state**.
- Prescribes the term **reconstruction** as the process of rebuilding degraded, damaged or destroyed political, socioeconomic, or physical infrastructure of a country.
- Prescribes the term **stabilization** as the process by which underlying tensions that might lead to resurgence in violence or a breakdown in law and order are managed and reduced.

CHAPTER 2 – STABILITY IN FULL SPECTRUM OPERATIONS

Chapter 2 makes the following changes:

- Prescribes the term **governance** to account for the rules, processes, and behavior by which interests are articulated, resources are managed, and power is exercised in a society.
- Introduces the **failed states spectrum** to understand engagement and intervention activities in terms of the progress toward stabilizing the operational environment.
- Introduces the **stability operations framework** to link Army stability operations with joint and interagency approaches. This framework uses the failed states spectrum to describe the operational environment and the essential stability task matrix phases to delineate intervention activities.
- Describes how full spectrum operations support unified action and integrated information engagement in stability operations.

CHAPTER 3 – ESSENTIAL STABILITY TASKS

Chapter 3 makes the following changes:

- Addresses **essential stability tasks** in terms of those always performed by military forces, those military forces must be prepared to perform, and those best performed by civilians with the appropriate level of expertise. This discussion further defines these terms according to their likely execution horizon according to the Office of the Coordinator for Reconstruction and Stabilization essential task matrix.
- Establishes stability-focused core and directed mission-essential task lists for corps-, division-, and brigade-level organizations.

CHAPTER 4 – PLANNING FOR STABILITY OPERATIONS

Chapter 4 makes the following changes:

- Describes how **leader and Soldier engagement** helps to develop understanding.
- Expands on the discussion of **stability mechanisms** from capstone doctrine and describes how those mechanisms are combined with **defeat mechanisms** to produce a decisive effect in the operational environment.

- Describes how **lines of effort** are used at different echelons to focus the constructive capabilities of the force to achieve the broad objectives and conditions established for a stability operation.
- Introduces a discussion of **transitions** that is expanded upon to include the opportunity and risk associated with transitions among military forces, civilian agencies and organizations, and the host nation.

CHAPTER 5 – TRANSITIONAL MILITARY AUTHORITY

Chapter 5 makes the following changes:

- Describes how **transitional military authority** provides the basic civil functions of the host-nation government when the host nation can no longer provide those functions.
- Introduces doctrine for transitional military authority that provides the principles and fundamentals necessary for military commanders to provide government capability in the absence of a host-nation government.
- Provides guidelines for transitional military authority to ensure such authority is provided according to The Hague and Geneva Conventions.

CHAPTER 6 – SECURITY SECTOR REFORM

Chapter 6 makes the following changes:

- Prescribes the term **security sector reform** as the overarching definition for efforts to establish or reform the individuals and institutions that provide for the safety and security of the host nation and its people.
- Introduces the security sector reform as a fundamental component of stability operations that combines subordinate tasks from the primary stability tasks. It includes guiding principles and foundations for security sector reform that help to coordinate the efforts of the wide array of actors involved.
- Prescribes the term **security force assistance** to encompass efforts to organize, train, equip, rebuild, and advise host-nation security forces.
- Introduces **disarmament, demobilization, and reintegration** as a necessary precursor to security sector reform.
- Prescribes the terms **disarmament** for the collection, documentation, control, and disposal of small arms, ammunition, explosives, and light and heavy weapons of former combatants, belligerents, and the local populace; and **reintegration** as the process through which former combatants and belligerents acquire civilian status and gain sustainable employment and income. Uses the joint term **demobilization** to further describe the formal and controlled discharge of combatants from armed forces or other armed groups.

APPENDIX A – INTERAGENCY, INTERGOVERNMENTAL, AND NONGOVERNMENTAL ORGANIZATIONS IN STABILITY OPERATIONS

Appendix A describes the roles and responsibilities of the various agencies and organizations involved in most stability operations. It also addresses the critical role of civil affairs forces in providing liaison and coordination among these groups.

APPENDIX B – INTERAGENCY MANAGEMENT SYSTEM

Appendix B provides an overview of the Interagency Management System, an interagency initiative that ensures other government agencies possess the expeditionary and campaign capabilities necessary to provide initial response and sustained support to reconstruction and stabilization operations.

APPENDIX C – USAID PRINCIPLES FOR RECONSTRUCTION AND DEVELOPMENT

Appendix C describes the fundamental principles for reconstruction and development used by the United States Agency for International Development.

APPENDIX D – INTERAGENCY CONFLICT ASSESSMENT OVERVIEW

Appendix D describes the conflict assessment frameworks in wide use by the other departments and agencies of the United States Government.

APPENDIX E – HUMANITARIAN RESPONSE PRINCIPLES

Appendix E outlines the humanitarian response principles adopted and observed by most nongovernmental organizations. These principles inform military understanding with respect to these organizations and help to establish a cooperative environment when conducting operations in areas where such organizations are already present.

APPENDIX F – PROVINCIAL RECONSTRUCTION TEAMS

Appendix F provides an overview of provincial reconstruction teams and describes how their efforts can support and complement the broader efforts of the military force.

TERMS AND DEFINITIONS

Table 1 lists new Army terms for which FM 3-07 is the proponent field manual.

Table 1. New Army terms

capacity building	governance	security sector reform
comprehensive approach	reconstruction	stabilization
conflict transformation	reintegration	transitional military authority
crisis state	rule of law	vulnerable state
disarmament	security force assistance	whole of government approach
fragile state		

FUNDAMENTALS PRESCRIBED IN FM 3-07.1, *SECURITY FORCE ASSISTANCE*

Field Manual 3-07.1, *Security Force Assistance*, published 1 May 2009 focuses on the brigade combat team and advisors. It also provides a wider doctrinal framework for security force assistance. The brigade combat team specifically oriented on an advisory and assistance mission will continue to preserve its inherent capability to conduct offensive and defensive operations and, if necessary, to rapidly shift the bulk of its operational focus to combat operations. The organizational capacity of a brigade combat team focused on security force assistance (SFA) allows for greater synchronization

and coordination of assistance and advisory tasks balanced against the fundamental need to maintain critical full spectrum operations capability. The following paragraphs summarize the most important of those changes.

Chapter 1 focuses above the brigade combat team. It provides the overall doctrinal context for SFA.

Chapters 2 through 6 focuses on the brigade combat team level. These chapters provide a framework for SFA, its considerations for the brigade combat team operations process, considerations for augmenting the modular brigade for SFA, its considerations for the unit employment, and its sustainment considerations.

Chapters 7 through 10 focus on the individual advisor. These chapters discuss the advisor, advisor cultural and communication considerations, working with counterparts, and cross-cultural influencing and communication.

The appendices discuss Army special operations forces imperatives, legal considerations, and media considerations.

Key points addressed in FM 3-07.1 include the following:

- Army doctrine defines **security force assistance** as the unified action to generate, employ, and sustain local, host-nation, or regional security forces in support of a legitimate authority (FM 3-07).
- SFA is a core competency of the Army.
- SFA builds multinational partners' capability to defeat regular, irregular, and hybrid threats prevalent in an era of persistent conflict.
- Over time, U.S. forces and partner foreign security forces collectively set the conditions to defeat common threats and ultimately achieve strategic success.
- Conducting SFA requires common characteristics and considerations that clarify what units and individual advisors must understand to work "by, with, and through" their counterparts.
- Every situation involving SFA is unique. Those units conducting SFA must thoroughly analyze the operational environment.
- Conducting SFA requires adaptive units led by well-informed, culturally astute leaders.
- While Army units are vital contributors, SFA is part of a comprehensive approach.
- The two pillars of SFA are the modular brigade and Soldiers acting as advisors.
- The modular brigade can be augmented, based on the requirements of the operational environment, with enabling assets and capabilities to support distributed SFA. However, the brigade combat team retains the capability to conduct full spectrum operations.

JOINT AND MULTINATIONAL DOCTRINE FOR COUNTERINSURGENCY AND STABILITY OPERATIONS

The Army is the lead agent for JP 3-24, *Counterinsurgency Operations*. This joint publication serves as the joint community's strategic and operational publication on counterinsurgency. JP 3-24 is currently in the final stages of publication, specifically in final editing. It will be published in late July or August.

CADD is supporting the joint doctrine community's development of JP 3-07, *Stability Operations*. CADD is writing the security sector reform portion of this publication. CADD is working with the

Joint Center for International Security Force Assistance for joint doctrinal discussion of SFA as part of security sector reform.

The United States has seconded the Netherlands in developing a NATO allied joint publication (AJP) on counterinsurgency operations, AJP 3.4.4. The writing team is finalizing a second study draft, which the Land Operations Working Group (LOWG) will present on 17 July for collaboration the Military Committee Land Standardization Board. Collaboration takes three months, which includes adjudicating comments. Upon completion of collaboration, the Land Operations Working Group will present the second study draft to the Military Committee Joint Standardization Board for a two-week silence procedure. At this point, the ratification process will begin. Normally the ratification process takes six months. Again, barring any major issues, AJP 3.4.4 will be published in May 2010.

The Army is leading an ABCA Armies project team on building capacity of host-nation security forces scheduled for October 2009. CADD will also participate in a linked project team led by the Australian Army. This team will consider national approaches to measures of effectiveness with specific reflection upon the employment of transition teams or operational mentor and liaison teams.

CADD is preparing for the cyclic update of FM 3-24, *Counterinsurgency*. This is planned as an evolutionary step from the current FM 3-24/MCWP 3-33.5, *Counterinsurgency*, published in December 2006. It will be nested with the USG COIN Guide, AJP 3.4.4, and JP 3-24.

Any questions or recommendations can be sent to MAJ Jon Klug at DSN 552-2627 or by e-mail at jon.klug@us.army.mil or CPT Nate Finney at DSN 522-2603 or by e-mail at nathan.finney@us.army.mil.

RECENTLY PUBLISHED FIELD MANUALS, MULTI-SERVICE PUBLICATIONS, AND JOINT PUBLICATIONS

FIELD MANUALS AND MULTI-SERVICE PUBLICATIONS ON AKO AND RDL

Most Army doctrinal publications are available online: http://www.army.mil/usapa/doctrine/Active_FM.html. Army regulations are produced only in electronic media. Most are available online: http://www.army.mil/usapa/epubs/index.html.

- FM 3-01.86. *Air Defense Artillery Patriot Brigade Gunnery Program*, change 1.
- FM 3-05.140. *Army Special Operations Forces Logistics.*
- FM 3-05.210. *Special Forces Air Operations.*
- FM 3-05.230. *Special Forces Tactical Facilities.*
- FM 3-34.22. *Engineer Operations – Brigade Combat Team and Below.*
- FM 3-36. *Electronic Warfare in Operations.*
- FM 3-60.2. *Multi-Service Tactics, Techniques, and Procedures for Strike Coordination and Reconnaissance.*
- FM 3-90.31. *Maneuver Enhancement Brigade Operations.*
- FM 4-20.112. *Airdrop of Supplies and Equipment: Rigging Typical Supply Loads.*
- FM 7-15. *The Army Universal Task List.*
- FMI 4-93.2. *The Sustainment Brigade.*

JOINT PUBLICATIONS ON JDEIS

Most joint publications are available online: http://www.dtic.mil/doctrine/jpcapstonepubs.htm.

- JP 3-29. *Foreign Humanitarian Assistance.*

SIGNIFICANT DOCTRINE BEING PREPARED FOR REVIEW

The following Army doctrinal publications are being prepared for or have recently been released for review.

- FM 3-13. *Information*
- FM 3-28. *Civil Support Operations.*
- FM 3-90.15. *Site Exploitation Operations.*
- FM 3-92. *Corps Operations.*
- FM 5-0. *The Operations Process.*
- FM 6-0. *Mission Command: Command and Control of Army Forces.*

HOW TO FIND NEW DOCTRINE AND TRAINING PUBLICATIONS

There are two ways to find new official publications. This first URL is a list of all recently published doctrine and training publications. Log in to AKO. Go to https://akocomm.us.army.mil/usapa/doctrine/New_Releases_1.html.

To receive quarterly notifications of recently published doctrine, log in to AKO. Go to https://www.us.army.mil/suite/group/15642. Select the *Join* tab to receive the quarterly notifications list or add the Web site to favorites and visit any time.